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AN ANALYSIS OF UNIVERSITY SPONSORED EXECUTIVE DEVELOPMENT PROGRAMS.

BY- MERRELL, V. DALLAS
UNIVERSITY OF SOUTHERN CALIFORNIA, LOS ANGELES

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AS PART OF A THREE-PART PROJECT TO INCLUDE (1) A REVIEW OF BIBLIOGRAPHY AVAILABLE AT THE UNIVERSITY OF SOUTHERN CALIFORNIA AND NEARBY LIBRARIES, (2) A SAMPLE SURVEY OF EXECUTIVE DEVELOPMENT PROGRAMS ORGANIZED AND OPERATED BY INDUSTRY, AND (3) A REVIEW OF EXECUTIVE DEVELOPMENT PROGRAMS ORGANIZED AND OPERATED BY UNIVERSITIES FOR MARKETING TO INDUSTRIAL AND COMMONWEALTH ORGANIZATIONS, THIS PAPER DEALS WITH THE THIRD PHASE. IT INCLUDES INFORMATION ON 27 PROGRAMS AT 25 UNIVERSITIES, FROM 14 STATES AND EVERY GEOGRAPHIC REGION OF THE UNITED STATES EXCEPT THE SOUTHWEST--INFORMATION ABOUT TITLE OF COURSE, SPONSOR, DATES AND LENGTH OF PROGRAMS, YEAR FOUNDED, LOCATION, ENROLLMENT, PREREQUISITES FOR PARTICIPANTS, PROGRAM CONTENT, TRAINING TECHNIQUES, FACULTY, FEES, GEOGRAPHIC REGION, OTHER PROGRAMS AVAILABLE, AND COMMENTS. THE REPORT CONCLUDES WITH COMMENTS ON CHARACTERISTICS OF THE PROGRAMS AND SUGGESTIONS FOR POSSIBLE IMPROVEMENT AND STRENGTHENING OF THEM. (FG)

AN ANALYSIS OF

UNIVERSITY SPONSORED EXECUTIVE DEVELOPMENT PROGRAMS

University of Southern California
School of Public Administration

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Professor Kendall O. Price

V. Dallas Merrell

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V. DALLAS MERRELL
CHAIRMAN

BRIGHAM YOUNG UNIVERSITY
CALIFORNIA CENTER

3141 W. CENTURY BLVD.
SUITE 9
INGLEWOOD, CALIF. 90305

PREFACE

This paper is one phase of a three-part project undertaken at the University of Southern California in the School of Public Administration. The general objective of the effort is to understand the nature and the state in progress of executive development programs in the United States of America. Owing to the limitation of time and funds the effort has been restricted to include a review of bibliography available at the University of Southern California and nearby libraries, a sample survey of executive development programs organized and operated by industrial and commonweal organizations for the benefit of their own employees, and a review of some executive development programs organized and operated by universities for marketing to industrial and commonweal organizations.

This paper covers the last-mentioned phase of the project. It will, therefore, include no bibliography, but, rather, it will focus directly on one dimension of the larger potential. Other phases are covered in companion papers by Thomas S. Carlson and Gordon Thorn, graduate students at the University of Southern California, School of Public Administration.

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PART I

INTRODUCTION

BRIEF HISTORICAL BACKGROUND OF UNIVERSITY EXECUTIVE DEVELOPMENT PROGRAMS

Executive development programs have been in existence since the 1930's but increases in the number of programs have come mostly within the past 10-20 years. Of the 27 programs studied and reported here 18 were started between 1945-1954 and 4 were begun in 1955 or later. (Information was not available for 5 of the programs.)

Among the earliest was the Sloan Fellowship Program for young executives at the Massachusetts Institute of Technology. It had its inception in 1931 when six businessmen sponsored a young executive from each of their comapnies to spend one full year at M. I. T. They were tutored by the M.I.T. faculty while being exposed to outstanding industrial and government leaders. The concept was formalized into a program with a supporting foundation in 1938. This is the earliest program of those studied. Other early programs were at Harvard (1943), the University of Pittsburgh (1949), the University of Western Ontario (1947), and the University of Chicago (1942).

The contents and objectives of the programs seem to have been influenced significantly by the historical antecedency of the Hawthorne studies conducted between 1927-1932 and also by the case method of study presumably pioneered by the Harvard University School of Business Administration. The 1953 experiment of the Institute of Humanistic Studies for Executives at the University of Pennsylvania in cooperation with the Bell Telephone System, seems not to have caught on as well. Sensitivity training has found its way into several programs, while program simulation and information processing exercises, along with various forms of business games are now coming into use.

The author has not come onto a thorough history of university executive development programs to which the reader can be referred.

STATED PURPOSES OF UNIVERSITY EXECUTIVE DEVELOPMENT PROGRAMS

Brochures describing university executive development programs usually give a statement of purposes or objectives of the course. From these sources, it seems apparent that the purposes usually center around the following:

First, to expand the perspective and understanding of the participants with respect to company-wide management. There is near concensus on the effort to help develop in the participant an organization-as-a-whole image. There is an implicit assumption in this objective. It is that the participant has theretofore been narrowly specialized and restrictedly placed in the organization so that a company-wide view point has never been gained. Another assumption might be that participants who are managers in company-wide positions have failed to ever gain that broad perspective or have lost it while emerged in day-to-day operations.

A second general objective is to provide training in methods and knowledge that will facilitate problem-solving and decision-making. The assumption is often explicated that competition is getting tougher and the world more complex, hence the need to tool-up.

Third, there is general emphasis given to an improved understanding of the world-environment in which the organization must operate and the effect of the environment on the executive in his organizational position.

A fourth objective, commonly expressed or implied, is to help the participant come to a better understanding of his own personality and the arena of human relationships into which he as an administrator is thrust.

The meaning of these objectives will become more clear as the reader gives scrutiny to the systematic analysis of each program which follows. The program contents generally seem to follow the guide of the objectives. However, the question that must inevitably follow is: How well do the programs achieve their objectives? And, are the training and teaching tools used effective for the accomplishment of these objectives? These questions will be raised again, later.

PART II

SURVEY OF UNIVERSITY EXECUTIVE DEVELOPMENT PROGRAMS

INTRODUCTION TO SURVEY

This report is an attempt to summarily present important aspects and novel features of a number of university organized and sponsored executive development programs. There has been no attempt to randomly select a sample of existent programs, but rather, requests for information were sent to administrators of a group of programs previously cited by Kenneth R. Andrews.* As the collaborators became aware of additional programs, similar requests were made of their administrators. In total, this preliminary report includes vitae on 27 programs offered at 25 universities. All but one (University of Western Ontario) are in the United States. Fourteen states are represented; every region of the country is represented, except the southeast. Texas A. & M. is the closest to representing that geographical area.

Each of the requests for information was addressed to the Director of the Executive Development Program, School of Business Administration at the university. This is recognized as a bias factor. It is intended that at another stage of the research program a survey will be made of each university and college. Information regarding any programs offered in schools of public administration, behavioral science centers, or divisions of continuing education will be explored and combined with business programs for analysis.

The summaries that follow were extracted from descriptive brochures, flyers, and correspondence with directors of programs. It is recognized that some conclusions or digests given are tentative and susceptible to error. In some instances, available descriptions were sketchy and incomplete. Ideally, interviews in depth and direct observation of the programs in operation would precede such an analysis.

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*"Reaction to University Development Programs," Harvard Business Review, 39, May/June 1961, pp. 116-134.

University	UNIVERSITY OF WISCONSIN
Title of Program	Institute in Executive Development for Psychiatric Administration
Sponsor	Center for Advanced Study in Organization Science
Dates and length of program	December 6-18, 1964 and February 28-March 12, 1965
Approximate year fcunded	no information
Location of program	Milwaukee, Wisconsin
Maximum enrollment	no information
Prerequisites for participants	Psychiatric administrators and superintendents
Program content	General systems theory and the administrative process (structure, conflict, prcfessionals, ccmmunications, small groups in organization). The spring unit features genetics of mental illness, socio-cultural and community factors in mental illness, management of medical professionals, and organizations as information processing systems.
Techniques in training	Seminars and lectures
Residence Required?	no information
Composition of faculty	Architectural consultant, zoology, business administration, anthropology, social work, psychiatry, sociology, law, neurology, and pediatrics.
Official recognition of participation	no information
Registration fee?	no information
Source of fee?	no information
Extent of geographical participation	no information
Organizations represented	no information
Other management programs	Summer Institute for Federal Executives; Advanced Administrative Studies for Afro-Asian Administrators.
Source for further information	Bernard J. James, Director Center for Advanced Study in Organization Science, University Extension Division University of Wisconsin, UWM Civic Center Campus, Milwaukee, Wisconsin 5320[illegible]
Comments	This and other programs noted above seem to be creative efforts in some new dimensions of organization and administrative training. No novel techniques are used but the subject matter is not always traditional among the bulk of other programs. The program featured above might be classified as a seminar searching for answers rather than a program giving answers to executives.

University	UNIVERSITY OF MICHIGAN
Title of Program	Problem Analysis and Decision-Making Course
Sponsor	Bureau of Industrial Relations
Dates and length of program	May 9-14, 1965
Approximate year founded	no information
Location of program	Ann Arbor, Michigan
Maximum enrollment	20
Prerequisites for participation	Managers or trainers in business
Program content	Problem solving and decision-making training.
Techniques in training	Kepner Treagoe method, "learning by doing in a controlled environment," with immediate feedback.
Residence Required?	yes
Composition of faculty	no information
Official recognition of participation	non-credit
Registration fee	$325
Source of fee	Optional. Individual or company.
Extent of geographical participation	Not specified. Appears to be local to regional interest.
Organizations represented	no information
Other management programs	Middle-management training materials, personnel, buying, programmed learning, training.
Source for further information	Bureau of Industrial Relations, University of Michigan, Ann Arbor, Michigan.
Comments	Their emphasis seems to be on a multitude of seminars and lectures but no "big event" executive development program.

University	AMERICAN UNIVERSITY
Title of Program	Institute of Management
Sponsor	Business Administration
Dates and length of program	August 9-14, 1964
Approximate year founded	1955
Location of Program	Campus
Maximum enrollment	no information
Prerequisites for participation	Appliance-TV Dealers
Program content	Emphasis on practical aspects of marketing, ethics, sales training and success as dealers.
Techniques in training	Lectures and bull sessions
Residence Required?	no information
Composition of faculty	Businessmen, commerce, and business administration professors
Official recognition of participation	non-credit
Registration fee	no information
Source of fee	no information
Extent of geographical participation	no information
Organizations represented	no information
Other management programs	no information
Source for further information	
Comments	This is a very narrowly focused program and does not carry much sophisticated academic content. It is primarily a program catering to an interest group. They do offer other programs for middle-management but none for top management.

University	PENNSYLVANIA STATE UNIVERSITY
Title of Program	Executive Management Program
Sponsor	College of Business Administration
Dates and length of program	July 4-31, 1965
Approximate year founded	1954
Location of program	Campus
Maximum enrollment	40
Prerequisite for participation	Executives from large and small business by nomination, eight years experience, and over 35 years of age.
Program Content	Determination of company problems and implementation of policy decision. Personal consultation and appraisal available.
Techniques in training	Small group conferences, lectures, question-answer, and seminars. Guest speakers.
Residence Required?	Yes
Composition of faculty	Business, business administration, and behavioral sciences.
Official recognition of participation	no information
Registration Fee	$1,250
Source of Fee	no information
Extent of geographical participation	Enrollees from England, Canada, Japan and Brazil in 1964, besides national participation.
Organizations represented	132 industrial and 8 government organizations.
Other management programs	no information
Source for further information	Dr. Earl Strong, Director Executive Management Program, Colleges of Business Administration, Boucke Bldg., Pennsylvania State University, University Park, Pennsylvania 16802.
Comments	A unique feature is an opportunity for each participant to have a confidential interview--appraisal of his managerial characteristics. The consultant is a specialist in executive evaluation. The human relations section is by lecture rather than T-groups.

University	HARVARD UNIVERSITY
Title of Program	Advanced Management Program
Sponsor	School of Business Administration
Dates and length of program	13 weeks; separate fall course and spring coumse.
Approximate year founded	1943
Location of program	Harvard Business School Campus
Maximum enrollment	150
Prerequisites for participation	Top management with 15-20 years managerial experience and with approximately 20 years left for top executive work.
Program Content	Subjects focus on integrative, analytical and over-all decision-making tasks, i.e., policy, marketing management fiscal policy, labor relations, organizational behavior, simulation.
Techniques in training	Case methods, discussion groups, small study groups, rep
Residence Required?	Yes
Composition of faculty	Business administration, social sciences, and industrial relations.
Official recognition of participation	Harvard University certificate and membership in Harvard Business School Alumni Association.
Registration Fee	$3,225
Source of Fee	Company
Extent of geographical participation	Primarily national but also some international participation.
Organizations represented	Corporations of varying size and scope. Broad representation from the federal government and military services as well as private firms.
Other management programs	Program for Management Development
Source for further information	H. B. Van Gorder, Assistant Dean for Management Development Programs, Harvard Business School, Harvard University, Cambridge, Massacusetts.
Comments	These are some of the pioneering academic programs designed for top executives. Many other programs have been patterned after these. There are over 6000 alumni in positions of high responsibility throughout the United States and many foreign nations. The two programs provide an offering for men with great promise and also mature executives who have potential yet untapped.

University	HARVARD UNIVERSITY
Title of Program	Program for Management Development
Sponsor	School of Business Administration
Dates and length of program	16 weeks, separate fall course and spring course.
Approximate year founded	1943
Location of program	Harvard Campus, near Harvard Square
Maximum enrollment	60
Prerequisites for participation	Younger men in late twenties to late thirties, currently filling responsible positions and who are potential top-echelon managers. Nomination and sponsorship by company.
Program Content	(1) General management, (2) quantitative analysis, (3) Human behavior in organizations, and (4) issues in business.
Techniques in training	Case method, discussion groups, small study groups, reports.
Residence Required?	Yes
Composition of Faculty	Business Administration
Official Recognition of participation	Harvard University certificate and membership in Harvard Business School Alumni Association.
Registration Fee	$3,260 per year
Source of Fee	Company
Extent of Geographical participation	Primarily national but also some international participation.
Organizations represented	no information
Other management programs	Advanced management program.
Source for further information	Edward D. Rowley, Director Program for Management Development, Harvard Business School, Harvard University, Cambridge, Massachusetts.
Comments	These are some of the pioneering academic programs designed for top executives. Many other programs have been patterned after these. There are over 6000 alumni in positions of high responsibility throughout the United States and many foreign. nations. The two programs provide an offering for men with great promise and also mature executives who have potential yet untapped.

University	UNIVERSITY OF CALIFORNIA AT LOS ANGELES
Title of Program	Executive Program
Sponsor	Graduate School of Business Administration
Dates and length of program	Thirty-two weeks in length with two semesters. Classes are from 2:30 to 9:30 p.m.
Approximate year founded	1954
Location of Program	UCLA Campus (and Lake Arrowhead for introductory session)
Maximum enrollment	limited
Prerequisites for Participation	Top executive with at least 5 years experience. No formal education required. Minimum age is 30 years.
Program Content	Curriculum includes emphasis on personal improvement and managerial and professional development in economics, accounting, policy, management and business environment.
Techniques in training	Lectures, case studies, and immediate application in ongoing job experience.
Residence Required?	No
Composition of faculty	Economics, business administration, industrial relations, acccunting.
Official recognition of participation	certificate available.
Registration Fee	$1,200 for two semesters.
Source of Fee	Normally, the company. In some cases it is shared by the individual.
Extent of geographical participation	Designed primarily for southern California participants.
Organizations represented	The brochure lists approximately 340 private and non-government organizations who have participated. Five government organizations are listed.
Other management programs	Clergy Economic Education, and Engineering and Management are courses advertised. Also, joint programs with business or other organizations ranging from two-week live-in programs centering on one problem.
Source for further information	Fred E. Case, Assistant Dean, Executive Eduuation, New Business Administration Center, University of California, Los Angeles, California 90024.
Comments	A distinguishing feature: once-a-week meeting format which reduces cost, allows attenders who could otherwise not attend and allows time for assimilation of contents. It is required that participants be full-time employed. An introductory session is held at a conference center at Lake Arrowhead.

University	COLUMBIA UNIVERSITY
Title of Program	Executive Program in Business Administration
Sponsor	Graduate School of Business Administration
Dates and length of program	Six-week sessions three times yearly: spring, summer, and fall.
Approximate year founded	1954
Location of program	Arden House in Harriman, New York (48 miles north of N.Y.C.)
Maximum enrollment	50 each session
Prerequisites for participation	Senior executives, mostly aged 37-55 years. No formal education requirements.
Program Content	Internal administration, environment, business policy and (spring session) sensitivity training.
Techniques in training	Lectures, discussion groups, and study of actual businesses.
Residence Required?	Yes
Composition of faculty	Business educators and business leaders.
Official recognition of participation	no information
Registration Fee	$2,000 each session.
Source of Fee	Organization pays tuition plus regular salary.
Extent of geographical participation	international
Organizations represented	The brochure gives mostly business firms participating. U. S. government departments were listed as past participants but none were participants in 1964.
Other management programs	International Management, transportation management, commercial bank management, marketing management, and consumer credit management programs are advertised.
Source for further information	Hoke S. Simpson, Director of Executive Programs, Graduate School of Business, 807 Uris Hall, Columbia University, New York, New York 10027.
Comments	It appears that sensitivity training is a new innovation beginning spring, 1965. The program's emphasis is on overall organizational policy and decision-making and understanding of the organizational environment. It is more international oriented than most of the programs.

University	TEXAS A. & M. UNIVERSITY
Title of Program	Executive Development Course
Sponsor	School of Business Administration
Dates and length of program	Three weeks beginning January 24, 1965.
Approximate year founded	1952
Location of Program	Campus Student Center
Maximum Enrollment	Approximately 50
Prerequisite for participation	Top management executives from business and government.
Program Content	Human relations, financial matters, computers, decision-making, and personal development are stressed. Also, change, technology and external organizational forces.
Techniques in training	Discussion periods, small project groups, lectures, and individual study.
Residence Required?	Yes
Composition of faculty	U. of Texas faculty in English, Data Processing and Business leaders and management consultants.
Official Recognition of participation	No grades or credit. A certificate is given.
Registration Fee	$450, excluding living and housing costs.
Source of Fee	Presumably, organization pays.
Extent of geographical participation	National, with representation primarily from the Southwest U.S.
Organizations represented	One-hundred and one private firms and U.S. Air Force partici pating 1952-64.
Other management programs	No information
Source for further information	W. E. Eckles, Director Executive Development Course, School of Business Administration, Texas A. & M. University, College Station, Texas.
Comments	Time management, creative thinking, sensitivity training, and dealing with specific problems (absenteeism, alcoholism, accidents and mental health) are given special attention along with more ordinary topics. Have extensive advisory council of businessmen.

University	UNIVERSITY OF PITTSBURGH
Title of Program	Management Program for Executives
Sponsor	Graduate School of Business
Dates and length of program	Semi-annual eight weeks. March 21-May 14, 1965 and September 19-November 12, 1965.
Approximate year founded	1949
Location of Program	Campus
Maximum enrollment	Approximately 55
Prerequisites for participation	Selected by firm, age 35-50, experience at middle-or upper-management, mature. No formal education requirements.
Program Content	Sensitivity training entire first week followed by finances, economics, international operations, planning, marketing, and qualifying for decision-making. Also, human administration.
Techniques in training	Sensitivity training, readings, cases, lectures by faculty and guests, group preparation, business games, discussions and company visits.
Residence Required?	Yes
Composition of faculty	Mostly business. Also psychology (1) and law (1).
Official recognition of participation	no information
Registration Fee	$2,000
Source of Fee	Presumably, organization pays.
Extent of geographical participation	Required to speak and write English; international (121 foreign companies have participated to date.)
Organizations represented	Seven government departments since inception; hundreds of business firms, of which 121 are foreign.
Other management programs	No information
Source for further information	Albert W. Frey, Director Executive Development Programs, Graduate School of Business, University of Pittsburgh, Pittsburgh, Pennsylvania 15213.
Comments	Added features are lectures by top management and tours of Pittsburgh manufacturing plants, banks, and research facilities. The sensitivity training was used beginning 1963. This program has an unusually high participation by foreign firms.

University	NORTHWESTERN UNIVERSITY
Title of Program	Institute for Management
Sponsor	School of Business
Dates and length of program	Four weeks each with two sessions during summer.
Location of Program	Campus
Approximate year founded	1950
Maximum Enrollment	Approximately 40
Prerequisites for participation	Nomination by firm. Primarily for top executives and officers or staff concerned with over-all policy-making. Also for divisional managers.
Program Content	All facets of the business enterprise, including external factors, human behavior, finances, and change.
Techniques in training	Cases dominate; also included: lectures, readings, decision-making games with computer, discussions, group conferences, talks, and question periods.
Residence Required?	Yes
Composition of faculty	From school of Business, with spokesmen from industry, labor, government and education.
Official recognition of participation	non-credit. Formal graduation ceremony held.
Registration Fee	$1,500 plus meals, laundry, recreation and personal. $125 extra assessment for class projects.
Source of Fee	Firm pays tuition plus expense allowance and wives expenses.
Extent of geographical participation	International. Past participants have come from 20 countries Some content is internationally focused.
Organizations represented	39 foreign firms, 5 government departments and nearly 300 business firms have participated since the program began.
Other management programs	A new top-level international program will be held in Europe in English in the fall, 1965.
Source for further information	John E. Peterson, Director Institute for Management Northwestern University, 1914 Sheridan Road, Evanston, Illinois.
Comments	An important segment of the program is the institute alumni refresher programs. At scheduled intervals past institute participants return for a variety of discussions and lectures Wives are invited the last two days. Include recurring suggested readings and other mailing to alumni, along with directory and newsletter.

University	UNIVERSITY OF CHICAGO
Title of Program	The Executive Program
Sponsor	Graduate School of Business
Dates and length of program	Two years; evening school
Approximate year founded	1942 (23rd group beginning October, 1965)
Location of Program	Special classroom at downtown building.
Maximum Enrollment	75
Prerequisites for participation	Individual applications and interview. Normally have minimum 10 years business experience with current employment in managerial position. No formal education prerequisite.
Program Content	Accounting, decisions, economics, statistics, psychology, industrial relations, finances, marketing, public regulation and policy and organization. Company, industry and total economy viewpoints stressed.
Techniques in training	Regular classroom procedures.
Residence Requested?	No
Composition of faculty	From full-time faculty of School of Business. One professor of Behavioral Science.
Official recognition of participation	Executive Program Certificate plus M.B.A. if college graduate or M.B.A. if candidate passes general education examination.
Registration Fee	$1,800 per year.
Source of Fee	Usually, employer pays.
Extent of geographical participation	Regional, near University.
Organizations represented	No information
Other management programs	No information
Source for further information	Edward Wrapp, Director, The Executive Program, Graduate School of Business, University of Chicago, 190 East Delaware Place, Chicago, Illinois 60611.
Comments	The brochure is not detailed, but from the evidence available this appears to be a unique approach to management training. Training occurs while the trainee is working and able to apply the learning over a period of time. In another sense, the program is not unique because it is just another M.B.A. program with a more select class of students.

University	UNIVERSITY OF WESTERN ONTARIO
Title of Program	Management Training Course
Sponsor	School of Business Administration
Dates and length of program	Five weeks: August 2 to September 3, 1965
Approximate year founded	1947
Location of Program	Campus
Maximum Enrollment	restricted
Prerequisites for participation	Senior managers selected by employers. Cross-sectional and international representation enccuraged. Over age 35. No formal education required.
Program Content	Techniques of analysis, management science, control and planning, government, international environment, decision-making, and human relations.
Techniques in training	Almost entirely case method. Also individual study, discussion groups.
Residence Required?	Yes
Composition of faculty	Business school. Six of the ten faculty trained at Harvard School of Business Administration.
Official recognition of participation	No information
Registration Fee	$1,000, includes all except personal expenses.
Source of Fee	Presumably, employer pays.
Extent of geographical participation	Mostly Canadian or British. Some participation from the U. S. firms.
Organizations represented	1964 class mostly Canadian. Two from U.S. and several from England.
Other management programs	Marketing Management, International Management, Management of Change Conference.
Source for further information	Walter A. Thompson, Director Management Training Courses, School of Business Administration, University of Western Ontario, London, Canada.
Comments	Integrated recreation recommended. Slanted heavily toward Harvard approach. Nothing creative here.

University	CARNEGIE INSTITUTE OF TECHNOLOGY
Title of Program	Program for Executives
Sponsor	Graduate School of Industrial Administration
Dates and length of program	Nine weeks. March 7 to May 7, 1965; two long week-end recesses.
Approximate year founded	1954
Location of Program	Campus, Pittsburgh
Maximum Enrollment	Restricted
Prerequisites for participation	Current or potential managers, thirty-five to fifty-five years of age, ten to twenty years organizational experience in either managerial or technical responsibility.
Program Content	Expand perspective of company-wide problems and responsibilities; increase knowledge of methods of problem solving, use of new contributions of management science, relate role to social and technological world.
Techniques in training	Seminars, small group reports, problem-solving, cases, lectures and individual readings.
Residence Required?	Yes
Composition of faculty	Specific faculty not given; drawn from regular faculty of graduate school of industrial administration.
Official recognition of participation	No information
Registration Fee	$1,750 plus hotel cost of $500 to $650 and meals.
Source of Fee	Company
Extent of geographical participation	International and national participation.
Organizations represented	Eleven foreign, two U.S. government agencies (U.S. Army and U.S.A.F.), and ninety-nine industrial firms participated, 1954-64.
Other management programs	No information
Source for further information	Dr. Neil Churchill, Director Program for Executives, Graduage School of Public Administration, Carnegie Institute of Technology, Pittsburgh, Pennsylvania 15213
Comments	One-fourth of the schedule allows participant to choose from one of three special seminars in marketing, industrial research and development, and financial management and control. Five other basic courses are offered: Information and control, interpersonal relations and leadership, economics, politics and environment, decision-making and implementation, and ideas and the changing environment. An Alumni Conference is scheduled during the program. Wives invited last two days. Cultural and recreational opportunities provided.

University	UNIVERSITY OF ILLINOIS
Title of Program	Executive Development Program
Sponsor	College of Commerce and Business Administration
Dates and length of program	June 12-July 9, 1965. Mid-session break June 25.
Approximate year founded	1956
Location of Program	Campus - in new commerce building
Maximum Enrollment	30
Prerequisites for participation	Members of general management group or managers of decentralized units. No age or formal education requirements.
Program Content	(1) Executive behavior and human relations, (2) the environment of business (economics, social, political, and legal), and (3) business policy and administration (change, marketing, control, finance,etc.)
Techniques in training	Lectures, cases, management games, simulations, problems, reports and discussions. Also, small group sessions and individual study.
Residence Required?	Yes
Composition of faculty	Business professors entirely, some visiting and some resident.
Official recognition of participation	Certificate
Registration Fee	$1,200 plus meals, travel and incidentals.
Source of Fee	Presumably, employer pays.
Extent of geographical participation	No foreign participation (Canada unknown); not broad U.S. representation.
Organizations represented	All business. No government.
Other management programs	An optional session on accounting is offerred on June 13.
Source for further information	Frank W. Renwick, Director of Executive Development Center, College of Commerce and Business Administration, Urbana, Illinois.
Comments	Each participant is provided with a library of current books, cases, reprints, and other reference materials. Discussion and case study groups are held in evening following daytime classes. Wives program last two days. Organized recreation included.

University	STANFORD UNIVERSITY
Title of Program	Executive Development Program
Sponsor	Graduate School of Business
Dates and length of program	Eight week program; June 20 through August 12, 1965; Four day recess July 15-20.
Approximate year founded	1951
Location of Program	Campus
Maximum Enrollment	68 (1964)
Prerequisites for participation	Upper middle-management or general management with 15 years experience; age between 35 and 55; no formal education requirements; from business, government and armed forces, domestic or foreign.
Program Content	Policy, behavioral sciences for management, controls, finances, marketing, employee relations, legal and ethical control, government, and the economic system.
Techniques in training	Case method, discussion groups and class discussions, readings and reports.
Residence Required?	Yes
Composition of faculty	Professors from School of Business and also psychology and law.
Official recognition of participation	Commencement, certificate assumed.
Registration Fee	$2,250 including tuition, books and materials and room and board.
Source of Fee	Company
Extent of geographical participation	1964 class was from 18 states and 11 foreign countries.
Organizations represented	Forty-two foreign organizations, two government agencies, and one-hundred and sixty-two industries have participated.
Other management programs	No information
Source for further information	James T. S. Porterfield, Director Executive Development Program, Graduate School of Business, Stanford University, Stanford, California 94305.
Comments	Wives program last few days. Maximum of 2 participants per company per year. Good foreign representation.

University	OHIO UNIVERSITY
Title of Program	Research Management Program
Sponsor	College of Business Administration
Dates and length of program	October 4-16, 1964
Approximate year founded	1964
Location of Program	Battelle Memorial Institute, Columbus Ohio
Maximum Enrollment	42 in 1963
Prerequisites for participation	Research supervisors; up to 4 from each company allowed.
Program Content	(1) Organization theory, (2) management of ideas, (3) management of people, and (4) management of money.
Techniques in training	Lectures, cases, demonstrations, and group discussions.
Residence Required?	No
Composition of faculty	Research management practioners and professors of business, computer sciences, speech, psychology.
Official recognition of participation	No information
Registration Fee	$475, excluding some meals and lodging.
Source of Fee	Presumably, employer pays.
Extent of geographical participation	National, except for one group from Institute of Technology, Monterey, Mexico.
Organizations represented	Nine governmental organizations were of the 42 who participated in 1963.
Other management programs	Management Practice Seminars, Foreman Development and Doing Business in Latin America seminar.
Sources for further information	Mr. M. N. Brinkman, Director, Management Development Programs, College of Business Administration, Ohio University, Athens, Ohio.
Comments	This is an unusual and much needed program. Battelle Memorial Institute is a co-sponsor of the program and many of their staff serve as instructors.

University	OHIO STATE UNIVERSITY
Title of Program	Executive Development Program
Sponsor	College of Commerce and Administration
Dates and length of program	Fourteen days; August 29-September 1, 1965; Labor Day weekend recess.
Approximate year founded	1954.
Location of Program	Ohio Union on campus, Columbus, Ohio
Maximum Enrollment	Forty-one 1964 first-year registrants Twenty-two 1964 second-year registrants.
Prerequisites for participation	No formal education requirements. Top or middle management or executives in staff. Usually between ages 35-50 and earn over $15,000.
Program Content	Analysis and decision-making, business environment, business functions and organizational leadership. Stress is on company-wide perspective.
Techniques in training	Discussions with cases, evening study groups and lectures.
Residence Required?	Yes
Composition of faculty	All faculty are trained in business.
Official recognition of participation	Alumnus status
Registration Fee	$600 per year
Source of Fee	Company
Extent of geographical participation	No foreign listed. Participation primarily regional.
Organizations represented	Only one government agency (U.S.A.F.) out of approximately 220 organizations which have participated.
Other management programs	No information
Source for further information	Donald H. Janz, Director, Executive Development Program, College of Commerce and Administration, Ohio State University, 1775 So. College Road, Columbus, Ohio 43210.
Comments	Participation is in two successive years with an advanced continuation program the second year. This program is tied into the Continuing Education Division.

University	UNIVERSITY OF KANSAS
Title of Program	Executive Development Program
Sponsor	School of Business Administration
Dates and length of program	June 13 to July 9, 1965
Approximate year founded	1955
Location of Program	Campus
Maximum Enrollment	24
Prerequisites for participation	Major executives and those in training for important executive positions.
Program Content	Economic climate, human relations, control, finance, and policy administration.
Techniques in training	Case discussions, readings, simulation exercises, lectures, and group-centered human relations training.
Residence Required?	Yes
Composition of faculty	No specific information. Mostly, faculty members from School of Business.
Official recognition of participation	No information
Registration Fee	$1,050
Source of Fee	No information
Extent of geographical participation	Only one foreign company since inception.
Organizations represented	Seven government agencies (mostly, U.S.A.F.) and one foreign company are among 73 participating organizations since 1955.
Other management programs	Management Development Program with U.S. Independent Telephone Association.
Source for further information	Frank S. Pinet, Director Executive Development Program, School of Business, University of Kansas, Lawrence, Kansas, 66045.
Comments	There appears to be no particular innovation apparent from the brochure.

University	UNIVERSITY OF HAWAII
Title of Program	Advanced Management Program
Sponsor	College of Business Administration
Dates and length of program	Six weeks; June 21-July 31, 1965
Approximate year founded	1953
Location of Program	Kamehameha Schools, Honolulu, Hawaii
Maximum Enrollment	60
Prerequisites for participation	No formal education requirements, major executives from superintendent to president. Optimum ages, 35-50. English language required.
Program Content	Emphasis is on organization-wide perspective, external environment, organizational behavior, and finance and accounting.
Techniques in training	Cases, group discussions, lectures.
Residence Required?	Yes
Composition of faculty	Faculty from Harvard University Graduate School of Business Administration.
Official recognition of participation	Non-credit
Registration Fee	$1,300 excluding transportation.
Source of Fee	No information
Extent of geographical participation	U.S., Hawaii, and south seas and Far East countries represented. Mostly, from U.S., Hawaii, and Australia.
Organizations represented	Only non-business participation is from U.S. Navy, Army, Air Force, and Marines.
Other management programs	No information
Source for further information	Kenneth West, Executive Director Advanced Management Program, 2500 Campus Road, University of Hawaii, Honolulu, Hawaii 96822.
Comments	This program seems to offer no particular innovation except the location, since it borrows the faculty, the approach, and the objectives directly from Harvard.

University	MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Title of Program	M.I.T. Alfred P. Sloan Fellowship Program
Sponsor	School of Management
Dates and length of program	Twelve months, beginning each year June 21.
Approximate year founded	1938
Location of Program	Campus
Maximum Enrollment	40-45
Prerequisites for participation	Average Sloan Fellow is age 36 with five to ten years experience in industry or government. Most have bachelors degree. Company nominates candidate.
Program Content	A full-range of management courses are offered including law, finance, human behavior, quantitative methods, economics, operations research, labor relations, plant management, arts and sciences, etc.
Techniques in training	Lectures, field work with trips and visits following intensive briefing and de-briefing, seminars and thesis. Field trips are (1) Financial Management, N. Y. City, (2) U.S. government, Washington, D.C. and (3) foreign management, Europe.
Residence Required?	No
Composition of faculty	Regular faculty from School of Management, Massachusetts Institute of Technology and also the Department of Economics and Social Science.
Official recognition of participation	Participant qualifies for degree of Master of Science in Industrial Management.
Registration Fee	$3,900 fee from company and normal salary for participant, plus expenses. $1,700 expense and award money to participant from Sloan Foundation.
Source of Fee	Company and Sloan Foundation
Extent of geographical participation	1964-65: Four non-U.S. participants.
Organizations represented	1964-65: There are four U.S. government agency sponsored participants, two have no mentioned sponsors, and most of the rest are sponsored by business or research.
Other management programs	Programs for Senior Executives
Source for further information	Dr. Peter P. Gil, Director Executive Development Programs, School of Industrial Management, Massachusetts, Institute of Technology, 50 Memorial Drive, Cambridge, Mass. 02139.

Comments

This is, perhaps, the earliest university executive development program. Participants and their families move to Boston after receiving a year's leave of absence with suitable financial aid. Wives are included in evening seminars, at their option. A thesis is required for the degree. A one-week laboratory in Group Dynamics is included; also, exposure to the arts and sciences.

University	MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Title of Program	Program for Senior Executives
Sponsor	School of Management
Dates and length of program	Nine weeks with a long week-end in the middle.
Approximate year founded	No information
Location of Program	M.I.T. Endicott House in Dedham, Massachusetts, twelve miles from Boston.
Maximum Enrollment	25
Prerequisites for participation	Experience at policy level, age between 38 and 50 years, company-wide influence on resources. Nomination by company.
Program Content	Group dynamics, business environment, finances, human behavior, administration, taxation, marketing, labor relations, and an introduction to new developments in science, engineering and technology.
Techniques in training	Management seminars, individual project for study, scientific seminars, informal consultation with faculty, lectures, and interpersonal contact with other participants.
Residence Required?	Yes
Composition of faculty	Regular faculty from School of Management, Massachusetts Institute of Technology and also the Department of Economics and Social Science.
Official recognition of participation	No information
Registration Fee	$3,300
Source of Fee	Presumably, employer
Extent of geographical participation	1963 nine foreign participants
Organizations represented	All U.S. participants in 1963 were from business, none from government.
Other management programs	Sloan Fellowship Program
Source for further information	Dr. Peter P. Gil, Director Executive Development Program, School of Industrial Management, Massachusetts Institute of Technology, 50 Memorial Drive, Cambridge, Mass. 02139.
Comments	An innovation for 1964 was one full week devoted to group dynamics. This appears to be a prestige program but does not have any originality in method or content that is significant, except, perhaps, some attention to non-business items, i.e., arts and sciences.

University	INDIANA UNIVERSITY
Title of Program	Executive Program
Sponsor	Graduate School of Business
Dates and length of program	Two annual sessions of three weeks each in June; June 14-July 2, 1965. The first and second year groups meet concurrently. Interim seminars are held in November, January or February and April.
Approximate year founded	1952
Location of Program	Campus. Executive seminars are held in Fort Lauderdale, Florida or in Bloomington.
Maximum Enrollment	80
Prerequisites for participation	Executives with general management responsibilities or specialists about to assume general managerial responsibilities. Previous college training not required, although 77 of the 80 in 1964 had been to college.
Program Content	First year: Values, organization patterns and behavior, controlling operations, information system, accounting, international operations, and some arts. Second year: Marketing, production system, financial system, enterprise system, union-management relations, and some lectures on great issues and music.
Techniques in training	Cases, lectures, faculty consultation, readings, executive simulation exercises, and small-group participation.
Residence Required?	Yes
Composition of faculty	Only regular I.U. resident faculty used. They are predominately from the School of Business.
Official recognition of participation	Certificate. Graduate credit also available.
Registration Fee	$800 for each three-week session. Seminars not included.
Source of Fee	Company
Extent of geographical participation	National. The 1964 group came from 14 states and 52 different companies.
Organizations represented	Participants in 1964 were currently employed in engineering and production (33), general management (23), sales (10), accounting or finance (8), personnel or public relations (3) and purchasing (3).
Other management programs	Indiana Management Institutes

Source for further information	Wm. L. Halberle, Director, Indiana Executive Program, Graduate School of Business, Indiana University, Bl-omington, Indiana 47405.
Comments	The participant may choose from information systems, art, international operations, managerial law, contemporary law, or union-management relations. These are attempts to personalize the program. Following the first year session contact is maintained by seminars, regular mailings including reprints, books, comments and suggested readings. A journal, New Horizons is also sent. Of special note is a Sponsor's Day to which top executives from the sponsoring company visits and is oriented to the program. The goal is to maximize the change of the participant and implementation of the course materials.

University	CORNELL UNIVERSITY
Title of Program	Executive Development Program
Sponsor	Graduate School of Business and Public Administration
Dates and length of program	June 28-August 6, 1965; six-weeks.
Approximate year founded	1953
Location of Program	Executive Development Center on the Cornell University Campus.
Maximum Enrollment	60
Prerequisites for participation	Upper-middle and top management, aged 35-55. Experienced.
Program Content	Two weeks are spent on each of the following: Planning company wide objectives and programs of action (decision-making, financial operations, capital management, and policy formulation); effective executive performance (communications, reading and reporting, motivations and incentives, innovation); and, organizations environment (Economics, common market, competition, anti-trust, simulation, U.S. foreign policy).
Techniques in training	Case discussions, lectures.
Residence Required?	Yes
Composition of faculty	Faculty members are primarily trained in business (accounting, managerial economics, finance, administration and industrial and labor relations). One is in education and another in speech and drama.
Official recognition of participation	No information
Registration Fee	$1850
Source of Fee	Presumably, the company
Extent of geographical participation	Since the beginning, participants have come from twenty-five states and fifteen foreign countries.
Organizations represented	Participants from over 100 companies and 10 government departments since program inception.
Other management programs	No Information
Source for further information	Frank F. Gilmore, Director, Executive Development Program, Graduate School of Business and Public Administration, Cornell University, Ithaca, New York.
Comments	There is some evidence of training in reading skills being given. It is very light on organizational behavior and interpersonal relations.

University	CALIFORNIA INSTITUTE OF TECHNOLOGY
Title of Program	Developing and Maintaining Effective Management
Sponsor	Industrial Relations Center
Dates and length of program	May 16-21, 1965; one week
Approximate year founded	No information
Location of Program	Industrial Relations Center, Campus, Pasadena, California
Maximum Enrollment	22
Prerequisites for participation	Current management or in preparation for such responsibilities.
Program Content	Management responsibilities, organizational staffs and committees, management by objectives, planning decision-making, control, executive work, management development and motivation and teamwork. Evening program on operations research and other subjects.
Techniques in training	lectures
Residence Required?	Encouraged, but not required
Composition of faculty	Industrial Relations, psychology, and practioners in employee relations and administrative operations.
Official recognition of participation	No information
Registration Fee	$150 for representative from sponsoring company; $300, all others. Meals and lodging extra.
Source of Fee	Presumably, the company
Extent of geographical participation	No information
Organizations represented	No information
Other management programs	Technical Management, Project & Program Management, Technical Reporting, Quantitative Methods in Decision-Making, Wage and Salary Administration, Practicing Supervision.
Source for further information	Robert D. Gray, Director, or Giles S. Hall, Jr., Assistant Director, Industrial RElations Center, California Institute of Technology, Pasadena, California 91109.
Comments	Some unique programs on administration and supervision of research and professionals are offered. Also, in the week of June 27, 1965 the Center is presenting a full-time conference series on "Planning and Administering an Executive Development Program." It is designed for line or staff who plan or make decisions regarding identification, selection and development of executive talent.

University	UNIVERSITY OF SOUTHERN CALIFORNIA
Title of Program	Summer Executive Program
Sponsor	Graduate School of Business Administration
Dates and length of program	June 6-July 2, 1965; four weeks.
Approximate year founded	1954
Location of Program	Bridge Hall, Campus
Maximum Enrollment	No information. Restricted.
Prerequisites for participation	Formal education not required. Executives with increasing responsibilities for whole company, their community, and the society. Other executives responsible for public relations, industry relations, legislative relations, long-range planning, corporate development or international trade.
Program Content	Program content includes: Economics, government, international business, finance, and management (environmental factors in decision-making, economic forecasting, regulatory commissions).
Techniques in Training	Panel discussions with questions, readings, guest speakers, simulation exercises, reports.
Residence Required?	Yes
Composition of faculty	Professors trained in economics, international trade, political science, management, finance and real estate. Two of the six faculty are visiting.
Official recognition of participation	Certificate and U.S.C. Alumni status.
Registration Fee	$1,350
Source of Fee	Presumably, the company
Extent of geographical participation	National, although predominately western U.S. participants
Organizations represented	There are fifty-nine participating organizations; fifty-three are business organizations and six are public organizations (4, U.S.; 1 county, 1 city). The business include 7 from Aero Space, 18 private utilities, 9 banks, finance, and 17 from other business.
Other management programs	Financial Management in a Global Economy, Managerial Policy Institute, Electronics In-Plant Programs, Finance Institute, Retailing Management, Specialized Industry Programs, and Management Relations Laboratories.
Source for further information	Office of Executive Programs, Dr. Robert W. French, Director Graduate School of Business Administration, University of Southern California, Los Angeles, California 90007.

Comments	Wives are included for an afternoon at mid-program. Relatively small faculty (6). This program places heavy emphasis on issues and problems found outside the confines of a single firm. The brochure suggests that the program has been tested and carefully evaluated. No evidence of empirical measures of change resultant from the program is given. The brochure is attractive and exceptionally well organized in its presentation.

PART III

SUMMARY

GENERALIZATIONS

Generalizations regarding executive training program objectives were given above and will not be repeated here. The remaining generalizations, criticisms, and conclusions will be as brief as possible without losing the important thought.

Sponsoring Unit. The bias built into this study was previously expressed, but, nevertheless, it appears that most of the university executive training programs are coming from the schools of business. It was surprising to the author that in only two cases were the programs tied to the university Division of Continuing Education.

Management of Professionals. In only a few instances do the programs include sections regarding the administration of professionals or professional activities. It would be expected that with business and government agencies employing an increasing number of professionals there would be some reaction to this and an adjustment of the program content. Perhaps the business administrators are oblivious to, or have chosen to ignore this need. The Ohio University, the California Institute of Technology, and the University of Wisconsin have developed programs to serve this need.

Length. There is no consistency here. Programs vary in length from one week to two years.

Residence during the program. Most programs occur on their regular or special campuses. The live-in feature is assumed to be beneficial and is repeatedly rationalized. No empirical or controlled data is given to support the assumption.

Requirements for Participation. The usual age span required is 35 to 55 years with an accompanying ten years business or government experience and a current top management position. On most cases the participant is nominated and selected by the sponsoring organization, presumably, his employer.

Liberal Arts and Recreation. There is infrequent organized recreation, but usually facilities are made available. There is only occassional mention of the arts in the program but a few references are made to opportunities in the area near the program location.

Participation by Government. There is little participation by government organizations. They are usually mentioned as past participants but the frequency is low. An analysis of data derivable shows no correlation between cost of the program and past participation by a government organization.

Daily Schedules. Most live-in programs have classes during the day, with the evenings reserved for group discussions or individual study. For programs lasting over 4-5 weeks, there is usually a weekend break to allow returning home or engagment in some other diversification.

CRITIQUE AND COMMENTS

Several criticisms are incipient in discussions above. Only a few additional ones will be mentioned here.

Participation by Top Executives. It seems that these programs are not actually reaching the top men in the organization. Either they are effectively resistant to their own personal training, they don't need it, or the programs do not fit their needs. It might be well for the program administrators to give careful consideration to the last mentioned explanation. It is assumed by many social scientists that the very top men might be the most important to train, yet they are not frequently being registered in the programs.

Program Content. In some cases the executive training programs appear to give too much, too fast. This is really not meant as a statement so much as it is meant as a question. Many programs attempt to cover the entire spectrum of organization potentiality within a few weeks.

Skills Development. Many of the programs speak of personal skill development. This usually refers to interpersonal and analytic skills. Perhaps attention needs to be redirected to include ideation skills, listening training, speed reading, time management and individual examination of personal values reflected in time and money allocation,* along with the usual interpersonal, analytic and decision-making skills.

Liberal ARts and Social Problems. Emphasis of or even cursory treatment of liberal arts is rare, if the descriptive bulletins are accurate. There is no wholesale effort by the schools of business to open up to the executive a new world of needs. The content seems to retain a "business is the world" orientation. There are notable exceptions to this generalization, but a reexamination might be revealing for many program administrators.

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*Several of these skill areas are being explored in an experimental training program currently being conducted by Professors Kent M. Lloyd and Kendall O. Price at the University of Southern California, School of Public Administration.

Learning Application. No mention is ever made of "team-training" and only passing consideration seems to be given to the application of learning in the real-life setting. An innovative practice at Indiana University is to have a sponsor's day. On that occasion the chief executive comes and takes a look-see.

Organization Training. Some day a creative and daring soul will break throug the barrier to "organization training." At best, the training of isolated individuals can be unsatisfactory. It is recognized that organizations are composed of individuals, some of whom are being trained. Nevertheless, trained isolates have a nearly impossible task in effecting the entire organization, even if he does reach the helm.

Congruence Among Training Efforts. The author senses an incoherent and disjointed enterprise in the training endeavor. For optimal output and benefit, the executive training should mesh with middle-management, supervisory, and lower level training. The going-away to a university executive development program should have a larger meaning and some relevance to an over-all effort and should be discounted as a panacea for executive and organization ills. The universities should reflect this need in their program offerings.

Validation of Effect. Attempts to validate the effects of many executive development programs are being left to statements of opinion and elation. This is a necessary part of evaluation, but if behavioral change of the participants is a program goal then empirical observation and measurement should follow to justify claims to effectiveness. Brochures distributed to potential participants in no way reflect an objective measurement of desired behavioral change.

Timing of Participation. Most programs require participants to have been in responsible positions ten years prior to their nomination. Why require a sitting-out for ten years? Perhaps an effective program should be sought which would help identify top executive talent much earlier and to accelerate its development; then to plan a continuous program of development which would last a lifetime.

Source of Fee. Although many brochures are unclear, it is evident that in almost all instances the sponsoring organization picks up the bill. It is also generally the case that the participant receives his regular salary while absent from his regular duties. Companies sending participants to the programs cited in this study paid over $2.5 million in fees in 1964. This does not include continuing salaries and other miscellaneous expenses.

Advisory Boards. Most programs list an advisory board, usually consisting of business leaders. Their true function is unknown, but is presumed to be primarily honorific and inferentially good for showing backing for the program by the business community.

Geographic Source of Participants. The programs vary greatly on the geographic distribution of their program alumni. International appeal ought to be good in the future.

Registration Fee and Costs. This varies according to the length, intensity, and image of the program. The content doesn't appear to vary as much as the fee varies. In other words, some participants buy the "label."

Recognition for Participation. Brochures are usually vague on this point except those giving university credit or degrees for participation, which appear to be few.

Involvement of Wives. Wives are tokenly involved during a special weekend or the last few days of the program. It is rationalized that this allows them to obtain the same perspective and a feel for the husband's experience. It seems that something more could be done with this. No mention is ever made of female executive participation.

Training Methods. Cases, discussion groups, lectures, and individual study are the run-of-the-mill methods. It is curious to note the few mentions of games, simulation exercises, audio-visual methods, or forms of programmed learning. Sensitivity training sessions were even surprisingly sparse.

Choice of participants. A simple question is raised: Are the participants selected the optimal selections or do they best reflect the corporate image?

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